

California Network of Learning Professionals

Strategic Plan 2005-2007

--- Vision Statement ---

We, the California Network of Learning Professionals, are working together to design the future. Together, we will see the day when each employee makes a difference for our citizens.

--- Mission Statement ---

We are a supportive alliance creatively networking to develop California's state workforce for optimal performance.

--- Values ---

Communication

- We communicate in a positive manner
- We seek and encourage understanding
- We exchange new ideas in a supportive environment

Professionalism and Integrity

- We are ethical, honest and professional
- We deliver on our promises
- We take responsibility for our actions

Innovation

- We act with creativity, humor, and originality
- We seek new ways to do business
- We share information, methods, and best practices to assist our profession

--- Strategic Directions, Goals, and Strategies ---

Strategic Direction: 1.	Leadership
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Issue Description: The ability to lead people through change has long been recognized as one of the key factors to long-term organizational success. Government and other public agencies have recognized over the last decade that a focus on the types of challenges and potential changes these challenges might dictate is required to ensure the success and longevity of any organization. With managers being asked to do more with less, leaders must become more astute in their ability to anticipate, plan and successfully manage change. This is certainly true for the Department Training Officers (DTO) group recently renamed to California Network of Learning Professionals (CNLP) who operated under the umbrella of the State Training Center (STC). With the closure of STC caused by a decline in funding, CNLP took a dive for the worse as well and must find a way to not only survive, but thrive though new and/or revitalized leadership reconnecting it with a common purpose. CNLP leadership must determine and implement the best strategies to re-establish and maintain the support of the group as a whole.

Goal 1: Leadership focus

Strategies:

- 1.1 Lead by example.** Set the pace, keep hope alive. Motivate group.
- 1.2 Continuation of CNLP leadership.** Make an impact, to keep the group on track and alive.
- 1.3 Set goals.** Map out steps and follow them to achieve overall goals. Involve group in process to gain buy in.
- 1.4 Motivate members.** Keep the population coming to the meetings and participating
- 1.5 Attract new people and rejuvenate old members.** Generate new ideas and lead group to higher heights and recognition.
- 1.6 Position CNLP as a viable and reliable resource for state trainers to help state workers.** Take advantage of networking opportunities and bring high quality training to CNLP meetings to make a difference in the training community
- 1.7 Find ways to thrive and survive the storms.** Think outside the box. Be creative.

Strategic Direction: 2.	Strategic Planning
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Issue Description: At the March, 2005, meeting of the California Network of Learning Professionals (CNLP), the membership attending established a direction and set goals for the coming year. Those goals included initiating a strategic plan – an initial creation of the foundation elements for future planning of the CNLP – through the Strategic Planning Task Force (SPTF).

The SPTF is dedicated to helping the CNLP move forward as a self-directed team. Our goal is to work with the membership in the development of the framework that will guide the CNLP to realize it's newly created vision by achieving goals that will successfully carry it into the future. Through this effort, we will assist the new CNLP in becoming an organization of value; an organization that is a "finely-tuned machine": professional, unified, ordered, business-like and a resource for the workforce.

Goal 1: The newly named California Network for Learning Professionals has essential elements of a strategic plan in place.

Strategies:

- 1.1 Through a participative process of the membership, establish the vision, mission, values and goals of the new training professionals' network.
- 1.2 Through a participative process of the membership, create a new name for the former DTO (Departmental Training Officers network) that is reflective of the new vision.

Strategic Direction: 3.	Advocacy
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Issue Description: This was one of the strongest recommendations from the CNLP meeting in March 2005, receiving more votes than any other issue. Given issues such as decreasing budgets, succession planning, and the increasing need to do more with less, the CNLP believes that it is necessary to have a “voice” that addresses the training and workforce develop needs and concerns of the State’s employees. An Advocacy Workgroup was appointed to speak to the issues brought up at the original meeting and examine how this relates to the CPR’s stated goals.

Our mission is to develop a strong and independent voice that raises issues related to training and workforce development for the State’s employees that is consistent with any implemented CPR Task Force recommendations.

Goal 1: To define the role of the CNLP’s voice.

Strategies:

- 1.1 Obtain and review a copy of the CPR report to ensure efforts are consistent with and minimally duplicative of the CPR Task Force recommendations and work.
- 1.2 Develop criteria for the selection of a qualified advocate candidate(s).
- 1.3 Define the roles, responsibilities, and duties of the advocate.
- 1.4 Define the level of authority the advocate is to have.
- 1.5 Form the “Association of State Human Resources Development (HRD) Professionals – the power behind the voice.

Goal 2: Develop a plan for communicating and collaborating with the appropriate authorities to ensure that the CNLP’s voice is heard by the Governor’s Office

Strategies:

- 1.1 Develop a communication plan and strategy to effectively promote and obtain support for the advocacy effort.
- 1.2 Identify and partner with the appropriate control agencies (i.e., SPB/DPA).
- 1.3 Identify and meet with appropriate leadership to obtain support for the CNLP.
- 1.4 Publicize CPR member workgroups and what they want from us.

Goal 3: Identify and appoint a designated advocate for the CNLP.

Strategies:

- 1.1 Lead discussion to select voice.
- 1.2 Determine methodology to use in selecting the advocate (i.e., application/interview, voting)
- 1.3 Select representative to approach or recruit an advocate.
- 1.4 Plan strategy for approaching voice.
- 1.5 Determine how the advocate will be appointed.

Goal 4: Governor issues an Executive Order in support of HR Development and appoints the CNLP as Leader.

**Strategic
Direction:
4.**

Communication and Development

Issue Description: As learning professionals, CNLP members lend their professional expertise to assist organizations in developing and maintaining a highly skilled and knowledgeable work force. The CNLP recognizes that its own membership also requires continuous development of training methods, information on new learning technologies, and trends emerging in the field. The Communication and Development Committee seeks to offer opportunities for members to enhance their skills, network with colleagues, and be up-dated on events and information relevant to their work.

Mission: To facilitate in the development of California's state departments training community and transfer of information to CNLP members and other stakeholders within California's learning community.

Goal 1: Institute a newsletter to keep state training and learning professionals informed of pertinent information.

Strategies:

1.1 Investigate and implement innovative ways to inform state learning professionals about issues and news that are of interest to them.

Goal 2: Conduct an annual training conference for professional development and networking.

Strategies:

1.1 Coordinate activities and presentations that are conducive to strengthening communication and development of the State training community and partners.

Goal 3: Develop a comprehensive development plan for training professionals.

Strategies:

1.1 Identify key areas for developing learning professionals' skills and knowledge.

Issue Description: At our March 2005 meeting the membership made it clear that CNLP needed a way to come alive; to form a living partnership, working together to share answers to the increasing questions of how to maintain knowledge through the expected sweeping baby boomer retirements, provide meaningful succession planning and much more.

The Website Resources Task Force will enable the CNLP to meet the professional needs of its membership. It will align the technological tools offered through the internet, with the dynamic needs facing the training community. The products, including the website and forum, will bring its members the ability to quickly network when needed and share the expanding knowledge required today. In essence, it will provide the essential connections for managing through upcoming workforce upheavals.

In the short term the Task Force will have to make important decisions on how to obtain input from the members and enable them to assist in data maintenance. While the State Library sponsored the site on a temporary basis after the closure of the State Training Center, a long term question will be where to locate a permanent sponsor for the website and how to effectively maintain the site.

Goal 1: Survey Membership For Desired Website Resources

Strategies:

- 1.1 Draft membership survey to gather information desired for the website.
- 1.2 Develop online membership survey. All responses are to be anonymous, and gathered and tabulated automatically using Perseus software.
- 1.3 Compile and analyze results.
- 1.4 Determine what changes and additions need to be made to the existing website's content and format to bring it to a professional level.

Goal 2: Criteria for Information on the Website

Strategies:

- 2.1 Develop criteria for placing information on the website.
- 2.2 Distribute criteria to the CA-Trainers listserv.
- 2.3 Post criteria on the website.

Goal 3: Permanent Website

Strategies:

- 3.1 The Resources Agency has agreed to host the website for the CNLP through the sponsorship of the State Library.
- 3.2 Identify URL <http://www.statetraining.ca.gov> and sidebar information.
- 3.3 Identify information for main page (vision, mission, banner and logo).
- 3.4 Identify content for main page.
- 3.5 Test new site.
- 3.6 Market site to membership through CA-Trainers.
- 3.7 Market at conference through PowerPoint presentation.
- 3.8 Design an ongoing market plan, and review and update plan for the website.

Goal 4: Website Maintenance

Strategies:

- 4.1 Maintain CNLP website through periodic content review.
- 4.2 Update links and information as needed.

Goal 5: Project Website

Strategies:

- 5.1 DTS offered CNLP a Project website at <http://www.projects.cahwnet.gov/>
- 5.2 Identify information for main CNLP Project site.
- 5.3 Administer site and add contact information with permissions.
- 5.4 Information to CNLP Advisory Board, Task Force Chairpersons and Website Task Force.
- 5.5 Periodically review Project and design any needed updates.

Goal 6: Forum

Strategies:

- 6.1 Request Forum through Department of Technology Services.
- 6.2 Contact CNLP Advocate for Assistance for Forum request.
- 6.3 Initiate and Beta Test Forum
- 6.4 Roll out CNLP Forum site <http://cnlpforum.ca.gov/>
- 6.4 Administer, Ongoing Marketing and Conduct Training on use of the Forum.

Strategic Direction: 6.	Recruitment and Outreach
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Issue Description: At the March, 2005, meeting of the California Network of Learning Professionals (CNLP), the membership attending established a direction and set goals for the coming year. A commitment was made to recruitment and outreach. Given the limited size of this Task Force, we felt that we needed to recruit CNLP members to join our task force to assist with the primary goal of the task force as detailed below.

<p>Goal 1: Promote CNLP membership and organizational longevity by maximizing membership participation.</p>
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Strategies:

- 1.1 Develop a survey regarding attendance, membership talents
- 1.2 Design a marketing plan to generate full participation
- 1.3 Conduct a membership drive
- 1.4 Ask CNLP members to invite colleagues to attend CNLP meetings and become involved in the future of staff development in the State.